

Campus Council on Planning and Budget Meeting

Feb 19, 2020, 11:00 a.m., UW2 327

Present: Keith Nitta, Mike Stiber, Shauna Carlisle, Peter Brooks, Adrian Sinkler P.K. Sen, Segan Jobe

Guest: Shari Dworkin, Dean, SNHS

Approval of Minutes

Request that minutes have separate section for action items

Minutes approved

Nitta opened by welcoming Dworkin and thanked her for meeting with the CCPB to discuss the current state of the SNHS budget and possible ways that faculty can get involved

SNHS Dean's Budget and Planning Report (Shari Dworkin, Dean, SNHS)

- In 2017, SNHS deficit approx. \$250,000 due, in large part, to shift in part-time lecturer support
- Worked with faculty and leadership to make key decisions that helped budget recover fairly quickly
 - Shaved low-enrollment electives
 - Merged low-enrollment Nursing cohorts
 - Pivoted toward philanthropic activities and revenue-generating ideas
 - Example: converted existing courses into online certificate, shifted marketing target
- New RCM beneficial to SNHS
 - Separates grad and undergrad tuition
 - New formula for looking at enrollments, prospectively/retrospectively 50/50 vs. 100% retro
 - Recognizes that schools need flat grant support for the costs of doing business
- Each school has important needs. Negotiating those together, for the benefit of broader campus, is the real work
 - Biggest contribution faculty can make to health of the campus and schools is to join forces with Deans and fellow faculty members and think outside of the RCM model
 - Think critically and deeply about reducing key expenses, running with innovation, state dollars, grantsmanship, philanthropic dollars, new revenue-generating entities
 - Can be seen as opportunity to take innovations and make impacts

Dworkin guided council through previously shared PowerPoint

- RCM budget allocations; schools receive \$250,000 and STEM receives direct proviso from state (biotech corridor)
- Subvention pool long-term intention was for faculty and deans to set criteria around need but ran out of time
 - VCAA made executive call, supported by deans, to allocate on basis of deficits (SES and STEM) and need. Will set long-term plan for subvention pool in future
- Over next 3 years, SNHS will receive incremental budget increase, $\frac{3}{4}$ of which will go to cover merit and promotion costs
- Health studies turning away significant demand every quarter, SNHS would've been able to absorb that demand if more support had been given for faculty lines in RCM model
- SNHS has benefit of summer revenue, strongly encourage non-tenure track faculty to pick up more

- SNHS is small and needs to rely on the outside expertise of part-time lecturers but is moving toward hiring full-time people to decrease this line item
 - Messaging to part-time lecturers is that they are valued/wanted at UW Bothell and SNHS would like to bring them back as full-time faculty if/when able to do so
- WA state ranks 34-42 nationally on various measures of prevalence of mental health issues and access to and quality of care. Upon arrival at UW Bothell, Dean Dworkin committed to finding funding to invest in mental health programs
 - SNHS attended legislative sessions, met with representatives and philanthropists, pitched grants to foundations.
 - Resulted in \$600,000 (\$150,000 from philanthropist, \$400,000 from state, \$65,000 from a contract) dedicated solely to behavioral health programming (healthcare worker-focused and K-12 school district-focused)
 - People have been hired and internal talent identified. Still need to hire marketing support.
- SNHS is significantly off-site and 50% of courses are hybrid so school does not take up much space on campus and would like to be recognized for that in financial model
- Plan to offer more revenue-generating online certificates
 - Online forensic public health certificate
 - VCAA asked for proposals for online programs to submit to CET and provost. Proposal from full-time lecturer for program to train nurses and healthcare workers in testing bag logged untested rape kits in WA state was voted #1 by CET. Provost had no funding.
 - SNHS will either fold into philanthropic plan or encourage faculty member to apply for investment funds
 - Jody Early has idea for high-demand health wellness coaching certificate
 - Prepares students for national program/certificate
- Deans need help from advancement. Each school needs full-time philanthropic officers
 - Given the entities and politics involved, Deans and faculty need guidance as to the best ways to move UW Bothell innovations forward. When to go to legislature, or stick with philanthropy, or go fee-based, or do all three?
- If faculty aren't behind ideas or comfortable with ideas, SNHS doesn't move forward with those particular innovative ideas

Discussion:

- Ways to get faculty involved
 - Include all in the conversation (faculty and staff) early and often at all-school meetings, work teams, retreats. Begin work before school has started. Sense of cohesiveness is key.
 - Listen to and try to address faculty fears (high workloads, fear of taking focus away from core activities). Might hurt in groundwork phase but, if successful, can help alleviate fiscal pressure
- What changes have happened in SNHS in regard to staff?
 - School was leaning too much on temporary dollars for staffing, Dean engaged all staff in organizational assessment to clarify roles and assure SNHS was running efficiently
- How to engage state legislatures
 - Campus government relations representatives are crucial, provide coaching on pitches, pinpoint bills and legislatures, set up legislature visits, etc.

- How to best cooperate with Deans and UW Seattle regarding entrepreneurial efforts
 - Talk early and often, meet, synergize
 - Deans meet together and support each other's ideas
 - Allow for time and space for collaboration and transparency
- What do faculty need from Deans to make the transition collaborating about ways to increase revenue?
- Can GFO play a role?
- Reassuring to know that Dean's are providing leadership in coordinating these activities
- Faculty should have courage and confidence to rethink spending
 - Important for Deans to find ways to plug faculty in through mission-driven excitement

Action Items

Minutes submitted by Dawn Moncalieri
Meeting adjourned at 11:55am
The next CCPB meeting will be March 18